High Performance Development Model (HPDM)
November 2004

Anonymous. A Simpler Way to Determine the ROI of Talent Management. HR Focus Dec 2004; 81 (12):3.

Breen B. The 6 Myths of Creativity. Fast Company Dec 2004; (89):75.

Carmeli A, Tishler A. The relationships between intangible organizational elements and organizational performance. Strategic Management Journal Dec 2004; 25 (13):1257.
Despite the growing awareness of the importance of researching core strategic resources and activities, the work that has been done to date has largely taken the form of anecdotal reports and case study analysis. We have yet to see large-sample studies demonstrating how organizational elements, independently, complementarily and interactively, may or may not enhance the organization's performance. Moreover, little attention has been given to researching this topic in public sector organizations. The present study aims to bridge this gap by examining the impact of a set of independent intangible organizational elements and the interactions among them on a set of objective organizational performance measures in a sample of local government authorities in Israel. The results of a multivariate analysis indicate that organizational performance (measured by self-income ratio, collecting efficiency ratio, employment rate, and municipal development) can be well explained by six intangible organizational elements (managerial capabilities, human capital, internal auditing, labor relations, organizational culture, and perceived organizational reputation) and the interactions among them, which need to be taken into account in any cost effective development. Copyright © 2004 John Wiley & Sons, Ltd.

Cross R, Parker A. Charged up: Creating energy in organizations. Journal of Organizational Excellence Fall 2004; 23 (4):3.
The ability of an individual to energize others is a determinant of individual and group success. People who are "energizers" are more effective at motivating others, eliciting productive solutions, getting work done, and advancing their careers. Drawing on their research into social networks, the authors examine five dimensions of energizing relationships and offer some simple questions for determining whether you are an energizer or a de-energizer. [PUBLICATION ABSTRACT]

Kessler R. Collaborate with employees to make your competency-based systems stronger. Employment Relations Today Fall 2004; 31 (3):27.

Kleingeld A, Tuijl HV, Algera JA. Participation in the design of performance management systems: a quasi-experimental field study. Journal of Organizational Behavior Nov 2004; 25 (7):831.
In the literature on the relationship between participation in decision making and performance, a tell-and-sell strategy is considered a viable alternative to participation. In contrast, we argue that in organizational settings, when a sensitive and important issue is at stake, participation

of a form to be characterized as formal, long term, direct, and with a high degree of participant influence is more effective than a tell-and-sell strategy. Using a quasi-experimental design with a participation, a tell-and-sell, and a control condition, a ProMES performance management system was implemented in the field service department of a Dutch supplier of photocopiers. Outcome feedback to individual technicians resulted in an average performance increase in the participation condition that was significantly higher than the increase found in the tell-and-sell condition. Satisfaction with the program, and the perceived usefulness of the feedback, were significantly higher in the participation condition. In both experimental conditions, the performance increase was significant compared to the control condition. An explanation for these findings is discussed, as are implications for theory and practice. [PUBLICATION ABSTRACT]

Kontoghiorghes C, Bryant N. Exploring Employee Commitment in a Service Organization in the Health Care Insurance Industry. Organization Development Journal Fall 2004; 22 (3):59.
This study sought to identify the key predictors of employee commitment in a service organization in the health care insurance industry. The strongest predictors were found to be company satisfaction, the extent to which one's job takes advantages of talents and abilities, and the extent to which the organization emphasizes doing things right the first time. A work environment conducive to a continuous learning culture was also found to be highly associated with employee commitment. [PUBLICATION ABSTRACT]

Korsgaard MA, Meglino BM, Lester SW. The effect of other orientation on self-supervisor rating agreement. Journal of Organizational Behavior Nov 2004; 25 (7):873.
Employees generally rate their performance more favorably than do their supervisors, which can lead to conflict and poor job performance. However, comparative international research indicates that persons from other-oriented collectivist cultures are less self-enhancing, suggesting that other-oriented employees will exhibit greater agreement with ratings provided by their supervisors. We examined the effect of subordinates' other orientation on self-supervisor performance rating agreement. Consistent with cultural expectations, self-ratings of other-oriented subordinates showed greater agreement with ratings provided by their supervisors and less leniency relative to their supervisors' evaluations. These findings have implications for understanding how employees in different professions, organizations, and cultures utilize feedback from their supervisors. [PUBLICATION ABSTRACT]

Kundu SC, Vora JA. Creating a Talented Workforce for Delivering Service Quality. HR. Human Resource Planning 2004 27 (2):40.
Service quality has become essential for the survival of service companies in the emerging world without borders. Effective delivery of quality services involves finding customers, identifying their needs, and meeting or exceeding their expectations. This article discusses challenges to delivering service quality. It proposes that employees are the key to delivering excellent quality services and suggests ways to create a talented and motivated workforce. HR strategies like attracting the right people, developing people, providing relevant support systems, and retaining the best people are discussed comprehensively as a means of creating a talented workforce. Finally, the article presents the major steps needed to implement a quality service program in order to gain a strategic competitive advantage.

Mast C. NEW HIRE POWER: Finding the Magnets That Attract Recruiters. Selections 2004 4 (1):26.
Once upon a time in a job market not so very far away, investment banks, consulting firms, and other corporate recruiters were clamoring to be the first to court fresh MBA talent with multiple job offers and lucrative compensation packages. Those days are gone. Career services managers have had to double, even triple, their efforts to match students with career opportunities and prepare them for an intensified job search - or face the wrath of their deans and their jobless MBAs and even a possible slide in business school rankings, which rely heavily on job placement statistics. MBA programs around the globe were recently asked how they have coped with the downturn in the job market. It was learned that when the going gets tough for career services professionals, creative thinking often prevails.

Schmidtlein FA. Assumptions Commonly Underlying Government Quality Assessment Practices. Tertiary Education and Management Dec 2004; 10 (4):263.

The current interest in governmental assessment and accountability practices appears to result from: (1) an emerging view of higher education as an "industry"; (2) concerns about efficient resource allocation; (3) a lack of trust ade between governmend institutional officials; (4) a desire to reduce uncertainty in government/higher education relationships; (5) lack of confidence in institutional governance. Based on these concerns, governments increasingly are engaging in data-based quality assessment processes. These processes appear to assume that: (1) faculty and administrators know how to improve quality but fail to do so; (2) government officials can assure the public interest in quality; (3) measures of quality can be identified and agreed upon; (4) improving quality requires strong bureaucratic coordination and control; (5) information systems can provide the evidence government officials need to address quality concerns. An examination of literature on organisation decision processes suggest these assumptions are inaccurate.

Shelton CD, Darling JR. From Chaos to Order: Exploring New Frontiers in Conflict Management. Organization Development Journal Fall 2004; 22 (3):22.
This article examines conflict through the lens of the new sciences, specifically the theories of chaos and quantum mechanics. These scientific theories provide a new conceptual metaphor that can enable managers to shift their perspective of conflict, learning to view it as a necessary condition for both individual and organizational evolution. The authors present a new quantum skill set that managers and OD practitioners can use to create quantum organizations-organizations that embrace conflict and use it for continuous transformation. [PUBLICATION ABSTRACT]

Watt L. Mentoring and Coaching in the Workplace. The Canadian Manager Fall 2004; 29 (3):14.
The terms mentoring and coaching have come to be used more frequently in organizations to improve leadership competencies. These terms, however, are used interchangeably and the meanings are confused easily. Mentoring is the form of providing support in which individuals with more advanced experience and knowledge (mentors) are matched with lesserexperienced and knowledgeable individuals (mentees) for the purpose of advancing the mentee's development. The two employee development areas that organizations should consider using mentoring for, and where it can have the greatest impact are: 1. career development and 2. skills development. Coaching is a collaboration in which the person being coached (coachee) defines the agenda and the coach serves as a committed listener, active inquirer and instrument of change. Two key elements of coaching are: 1. discovery and 2. alignment.

Wise LR. Bureaucratic Posture: On the Need for a Composite Theory of Bureaucratic Behavior. Public Administration Review Nov/Dec 2004; 64 (6):669.

Xu Y, Tuttle BM. Understanding Work Styles. Business and Economic Review Oct-Dec 2004; 51 (1):22.
Often, interpersonal factors are more important to one's success in the workplace than is technical competence. One interpersonal factor that is likely to vary between subordinates and supervisors is work style. For instance, when faced with a problem, some people like to adapt solutions in a careful, methodical manner whereas others prefer innovative solutions. While some situations may call more for innovation and others for more adaptive solutions, in general, one approach is not better than the other. However, such differences in work style can lead to conflict between subordinates and supervisors. Recently, the Moore School of Business completed a study aimed at validating a new measure of work style using innovator-adaptor theory, a theory that describes how individuals problem-solve based on their cognitive style. This measure could be used by employers to prevent conflicts resulting from differences in how they and their employees solve problems.

Youndt MA, Snell SA. Human Resource Configurations, Intellectual Capital, and Organizational Performance. Journal of Managerial Issues Fall 2004; 16 (3):337.